

# Performance Management and Quality *Matters*



## THE ACCREDITATION AND PERFORMANCE MANAGEMENT/QUALITY IMPROVEMENT NEWSLETTER OF THE MA DEPARTMENT OF PUBLIC HEALTH



**Public Health**  
Prevent. Promote. Protect.

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Webpage: <http://www.mass.gov/eohhs/gov/departments/dph/programs/admin/ohpp/accreditation/>

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**Performance management** uses a set of management and analytic processes supported by technology that enables an organization to define strategic goals and then measure and manage performance against those goals.

**Quality improvement** in public health is the use of a deliberate and defined improvement process, such as Plan-Do-Check-Act, which is focused on activities that are responsive to community needs and improving population health.

Nationally recognized Public Health Performance Management experts **Jack Moran, PhD**, and **Amanda McCarty, MS, MBA**, from The Public Health Foundation, trained thirty DPH senior leaders to Design and Utilize a Performance Management System here at MDPH on October 16.

A Performance Management System (PM System) is about using performance information on a regular basis as part of a continually repeated cycle of performance monitoring, analysis, and improvement, in which measured results are incorporated into decision making to improve future performance.



From left, Cathy O'Connor, Samuel Louis, Georgia Simpson May, Elizabeth Brown, and Leonard Lee, discuss performance measures on Oct 16.

Participants were engaged and thoughtful about how approaches to Performance Management could be applied to their own programs. Many of the participants identified examples of how their Bureau's work lends itself to developing and tracking performance measures. This

will be critical as we pursue accreditation from the Public Health Accreditation Board (PHAB) and reinforce a culture of Quality Improvement throughout the organization.

The level of enthusiasm and commitment was so outstanding that during the session

**Associate Commissioner Madeleine Biondolillo** offered the participants an appointment as a "Performance Management and QI Ambassador" as a means to communicate this opportunity to celebrate the success we achieve every day at DPH. Ms. McCarty presented a post-training webinar for participants on November 21 at 11:00. For more information contact [michael.coughlin@state.ma.us](mailto:michael.coughlin@state.ma.us).

## MA DPH Submits Application to PHAB

MDPH submitted its application for National Public Health Accreditation from the Public Health Accreditation Board (PHAB) on November 3. Accreditation became available to all state, local, and tribal public health departments in 2012 and the first departments were accredited in 2013.

PHAB is a private, non-profit established in 2007. The goal of the accreditation process is to improve and protect the health of the public by advancing quality and performance of all public health departments.

Applicants for accreditation must meet a set of Performance Standards and Measures orga-

nized in twelve domains. The first ten domains correspond to the Ten Essential Public Health Services established by the CDC. As part of the application MDPH submitted a State Health Improvement Plan (SHIP) and an updated Strategic Plan (see Backpage).



[www.phabboard.org](http://www.phabboard.org)

### Backpage:

**Measurement, Management, and Leadership**

**DPH Leaders Contribute to SHIP and Strategic plan**

# Measurement, Management, and Leadership

By Bob Behn

Too many academics and public executives use the phrases “performance measurement” and “performance management” interchangeably.

The impression they leave—and it may even be the impression that they intend—is: If an executive gets the measurement right, he or she has simultaneously done the necessary management.

They never say this explicitly, of course. Still, when they use these two phrases so loosely, they are certainly suggesting that “performance measurement” and “performance management” are the very same thing. There is, however, a significant difference between doing the measurement and doing the management. Furthermore, there is also an important difference between doing the management tasks

and exercising real questions that each ask:

**For performance measurement,** the operational question is: How can we measure what we are doing?

**For performance management,** the operational question is: What are our more significant “performance deficits,” and what is our strategy for eliminating or mitigating a few of the most important ones?

**For performance leadership,** the operational question is: How do we motivate everyone in our organization—and our collaborators, too—to pursue our strategy with intelligence, creativity, and persistence, and thus to eliminate these few important performance deficits?

Reproduced with permission. Robert D. Behn, a lecturer at Harvard University's John F. Kennedy School of Government, chairs the executive education program “Driving Government Performance: Leadership Strategies that Produce Results.” [This article is condensed.](http://www.hks.harvard.edu/thebehnreport/All%20Issues/BehnReportNovember2013.pdf) To read the full article go to <http://www.hks.harvard.edu/thebehnreport/All%20Issues/BehnReportNovember2013.pdf>

## DPH Accreditation Team

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## Accreditation Information Webinar On-line

A 20 minute webinar about the PHAB accreditation process, performance management and quality improvement. Find it at <https://www1.gotomeeting.com/register/153702449>

## MDPH Leaders Contribute to SHIP and Strategic Plan — To view go to:

Webpage: <http://www.mass.gov/eohhs/gov/departments/dph/programs/admin/ohpp/accreditation/>

### Thanks to these DPH Leaders who contributed so much time and effort to completing the SHIP and the Strategic Plan:

#### Health Equity

Georgia Simpson May

#### Infrastructure

Jennifer Barrelle

Mary Clark

Ed Dyke

Jana Ferguson

Tom Land

Kerin Milesky

Tim Miley

Cathy O'Connor

Sandy Smole

Jay Youmans

#### Active Living, Healthy Eating, and Tobacco-Free Life

Patti Henley

Laura Nasuti

Lea Susan Ojamaa

Mark Paskowsky

Jessica Aguilera-Steinert

Ben Wood

#### Chronic Disease Prevention and Control

Anita Christie

Jean Zotter

#### Infectious Disease Prevention and Control

Jennifer Cochran

Kevin Cranston

Alfred DeMaria

Glynnis LaRosa

Nalina Narain

#### Substance Abuse

Hermik Babakhanlou-Chase

Carol Girard

Hilary Jacobs

Steve Keel

Jose Morales

Karen Pressman

Sarah Ruiz

Lydie Ultimo

#### Injury, Suicide, and Violence Prevention

Letitia Davis

Marci Diamond

Holly Hackman

Alan Holmund

Beth Hume

Leonard Lee

Lonnie McAdoo

Vera Mouradian

Julie Kautz Mills

Carlene Pavlos

#### Maternal, Child, and Family Health

Ron Benham

Rachel Colchamiro

Hafsatou Diop



From Left, Carol Girard, Leonard Lee, Laura Nasuti, Karin Downs, Patti Henley, and Jessica Aguilera-Steinert review their programs' strategic action plans

Karin Downs  
Susan Manning  
Kathy Messenger  
**Environmental Risk Factors and Health**  
Suzanne Condon  
Martha Steele  
Jan Sullivan